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16 JUN 1975

MEMORANDUM FOR: Chief, Personnel and Training Staff, OL
Chief, Procurement Management Staff, OL
Chief, Security Staff, OL
Chief, Logistics Services Division, OL
Chief, Printing and Photography Division, OL
Chief, Procurement Division, OL
Chief, Real Estate and Construction Division, OL
Chief, Supply Division, OL

SUBJECT : Discussion of a Deputy Director for Administration (DD/A)
Management Objective

1. The DD/A has recently established the following additional FY 1976 management objective for all DD/A offices:

Devise systems and procedures to develop and establish a series of positive indicators against which program missions (functions) can be judged.

2. Our first task will be to determine what system each of you will use. This requires the identification of your functions which are more significant and which are measurable. Almost everything we do can be measured in some fashion; however, the measurement must be meaningful. For example, we might ask which is a better measurement of packing and crating activity--number of pieces or number of tons? Where it is possible and appropriate to do so, common denominators of measurement must be determined (e.g., line items in Supply Division versus actions in Procurement Division). We must also decide on a base year which all of us will use as a point of departure in measuring progress or regress in subsequent years. It follows, then, that production and manpower measurement statistics which we intend to use in tracking the objective must have been available for the base year, or be capable of being reconstructed.

3. I wish to discuss this subject in more detail with you after the staff meeting on Thursday, 19 June. In the meantime, please think about those functions of your staffs and divisions which lend themselves to measurement, the method of measurement that you propose to use, and a base year from which to measure. We will then select certain functions to be measured, decide on common units of measurement, and select a base year. With those decisions made, you will be asked to develop your measurement system in more detail so that it can take the form of an action plan and so that we can report accordingly to the DD/A.

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